

Vermont Workforce System Analysis

Phase 1

July 10, 2023



PUBLIC
CONSULTING GROUP

TABLE OF CONTENTS

1. INTRODUCTION.....	3
Project BackgroUnd & Goals	3
State Context	4
What does Vermont's population look like?	4
How do Vermonters compare to peers in the region?.....	5
Vermont's Workforce Initiatives To-Date.....	5
2. APPROACH & METHODOLOGY.....	7
3. VERMONT'S WORKFORCE SYSTEM.....	8
Foundational Workforce System Components.....	8
State Workforce Development Board	9
Current State	9
Workforce Board Strategic Plan.....	9
WIOA System.....	10
Current State	10
Education and Training Providers.....	11
Current State	11
Complementary Systems and Resources	12
Current State	12
PROFESSIONAL LICENSURE	12
<i>Current State</i>	12
4. SUMMARY OF FINDINGS + RECOMMENDATIONS FOR INQUIRY IN NATIONAL MODELS	14
General	14
State Workforce Development Board (SWDB) Role and Leadership.....	15
WIOA.....	15
Career & Technical Education (CTE) Alignment	16
Public and Technical Colleges / Community College / Other Training Providers.....	16
Public Universities.....	16
Educational Section of Work-Based Learning	16
Complementary System and Resources	17
APPENDIX 1	18
APPENDIX 2	20
Category: Business/Industry Association	20
Category: Economic Development	20
Category: Elected Official	21
Category: Higher Education.....	21

Category: State Agency	23
Category: Training/Service Provider	24
Category: Other	24
APPENDIX 3	7
Current State System + Resource Flow Map	7
APPENDIX 4	8
Decision-making by Investment.....	8
APPENDIX 5	11
Workforce Investment Accountability.....	11

1. INTRODUCTION

PROJECT BACKGROUND & GOALS

Nationally, many regions are experiencing a lack of sufficiently skilled workers, in part as a result of low birthrates relative to the Baby Boomer generation leaving the labor force significantly reducing work hours. Given Vermont’s critical need to reverse demographic trends and grow its labor force, the Vermont legislature passed [Act 183 of 2022](#), establishing the Special Oversight Committee on Workforce Expansion and Development (SOCWED). This committee, comprised of a representative appointed by the governor, the chair of the state workforce development board, the state director of workforce development, a member of the House Committee on Commerce and Economic Development, and a member of the Senate Committee on Economic Development, Housing, and General Affairs, was established and charged with examining systems that govern and administer workforce programs in Vermont. This committee, through the Agency of Administration procured the services of Public Consulting Group (PCG) to support its activities.

In the initial Act, the Vermont legislature identified a need to better align and coordinate across state agencies to support job seekers and employers.

“Vermont needs a statewide workforce development, training, and education system in which all Vermonters who want to work, and all employers who want workers, can connect.” – S.11 (Act 183)

The consulting team focused on the objectives below for this workforce analysis to support SOCWED. This Phase 1 report addresses objectives 1 and 2 and sets up SOCWED for considering recommended action that is the focus of Phase 2 and objective 3.

Objective No.	Objective
1	Outlining Vermont’s existing workforce system. This includes training, education, and expansion efforts. In addition, this includes state government, government partners, and miscellaneous private activity.
2	Identifying potential barriers. This includes barriers to effective governance, administration, and integration within and across the workforce system.
3	Providing recommendations. This will be the second phase of this engagement. During the second phase, PCG will recommend at least three workforce delivery models for the SOCWED to consider and include information on service delivery, governance, coordination, accountability, and performance of federal and state employment, training, and expansion programs. This will also include how Vermont can better leverage private partners/activities.

STATE CONTEXT

While some of the metrics outlined in the General Assembly’s initial findings in Act 183, which established SOCWED, have changed *modestly* since 2022, Vermont’s critical workforce needs are deep and will continue to be for the foreseeable future.

The table below outlines some of the initial findings and recent updates, at a high level.

Initial Findings (2022) ⁱ	Recent Updates (2023)
Vermont is experiencing an acute labor shortage in 2022.	Vermont is still experiencing a labor shortage as in 2023. ⁱ
There are approximately 28,000 job openings in Vermont as of December 2021.	There are still approximately 20,000+ job openings as of March 2023. ⁱⁱ
4,500 individuals are receiving unemployment insurance assistance as of March 2022.	9,200 individuals are unemployed as of March 2023. ⁱⁱⁱ
The workforce has shrunk by 26,000 individuals from 2019 to 2022, yet the unemployment rate is just three percent as of January 2022.	The labor force grew by just over 5,130 individuals from March 2022 to March 2023. ^{iv} The unemployment rate is down from 3% to 2.7% in March 2023.
The civilian labor force participation rate was 62.1% in March 2021 and 63% in March 2022.	The civilian labor force participation rate was 63.7% in March 2023. ^v
333,230 Vermonters or about 51.5% of Vermont’s total population in 2022 were employed individuals.	336,971 Vermonters or about 52% of Vermont’s total population in 2023 are employed individuals. ^{vi}

What does Vermont’s population look like?

According to U.S. Census data from 2022, Vermont is the second smallest state in terms of population, behind Wyoming. Vermont’s estimated population as of 2022 was just over 647,000.^{vii}

At a high level, Vermont’s population:^{viii}

- Lacks racial and ethnic diversity.
- Is generally older.
- Lives in more rural areas^{ix}
- Has access to technology and internet.
- Has a median household income higher than the estimated average cost of living in Vermont per year^x

¹ Some of these initial findings are directly from S.11 (Act 183); some are from other available data through the Bureau of Labor Statistics.



94% of Vermonters are White



Almost 21% of Vermonters are age 65 or older



60.6% of Vermont's population is estimated to live in a rural area



84.6% of Vermont households have broadband Internet subscriptions

How do Vermonters compare to peers in the region?

	Vermont	New Hampshire	Maine	Massachusetts
Population	623,989 (min)	1,389,000	1,372,000	6,985,000
Labor Force	313,279 (min)	767,900	673,600	3,741,700
Labor Force Participation Rate	60.40%	65.80%	58%	65%
Unemployment Rate	3.10%	2.40%	2.60%	3.50%
Median Household Income	\$63,001 (min)	\$83,449	\$63,182	\$89,026
Median Age	42.8	43	44.8	39.6
Median Annual Wage	\$53,420 (min)	\$62,724	\$57,617	\$65,279
High School Graduate or Higher	93.10%	94%	94%	91%
Bachelor's Degree or Higher	38.70%	36.90%	34%	25.30%

Vermont's Workforce Initiatives To-Date

Examining and better understanding Vermont's workforce landscape is not a new endeavor. In fact, Vermont has had numerous initiatives over the last decade that in one way or another have aimed to define and address Vermont's workforce gaps and needs.

The timeline below illustrates at a high-level some of the major workforce development initiatives Vermont has implemented over the last seven years.



2. APPROACH & METHODOLOGY

PCG took a holistic approach to assessing the Vermont workforce system. First, we itemized the range of investments that support workforce development overall, representing a wide range of investment types, program implementors, services, and target populations and industry sectors. After conducting a desk review of available documentation and forming some initial hypotheses, we interviewed over 100 individuals who represented different system partners. Discussion focused on gathering perspectives on the Vermont workforce system through various lenses or “organizational and governance components”. At a high-level, the components explored in our research and assessment spanned the following:

- Data collection
- Performance management
- Governance
- Funding mechanisms
- Coordination methods
- Supporting technology
- Organizing approaches
- Program delivery models

Feedback was shared with SOCWED, which then made recommendations for further inquiry and documentation.

Our methodology included collecting, reviewing, and analyzing both qualitative and quantitative data. The methods for our data collection and analysis are outlined below.

Background Desk Review	This component included a comprehensive desk review of 23 Vermont “artifacts” including reports, assessments, webpages, applications, and other documents to inform our desk review. For a full list of materials reviewed, refer to Appendix 1.
Financial Investment Database Inventory	This component included an inventory of over 100 investments to better understand the overall Vermont workforce ecosystem.
Stakeholder Interviews	This component consisted of 67 virtual stakeholder interviews across 58 different sessions. Stakeholders included parties from government, higher education, business or industry associations, elected officials, and public interest groups. For a full list of stakeholders interviewed and interview questions, refer to Appendix 2.
General Workforce Data Review and Analysis	There has been a continuous review and analysis of general Vermont workforce data available through the Vermont Department of Labor as well as the U.S. Bureau of Labor Statistics throughout this engagement.

3. VERMONT’S WORKFORCE SYSTEM

As is evident in the Vermont resource inventory, state workforce development systems are comprised of resources and actors that cut across all kinds of federal and state funding streams, impact people of all economic backgrounds and stages of life. Collective action to realize broad, cross-sector goals such as increasing the size of the workforce, aligning credential attainment, or reducing vacancy rates requires:

- A clear vision for a future state,
- Shared goals and metrics,
- Coordination of efforts, and
- Commitment and accountability to shared goals.



Pillars of an aligned workforce system

Vermont’s Vision: A sustainable, nimble workforce system that can bolster our economy for generations to come, while effectively matching employers with workers to fill open jobs, today.^{xi}

Foundational Workforce System Components

The sections below summarize the current state of the following foundational workforce system components, building blocks upon which to build, and some recommended actions that might be considered as part of a system redesign.



The foundational workforce system components.

Vermont’s Workforce System investments come from a variety of sources including Federal, State, Grants, and one-time investments. Multiple state agencies receive federal and state funding for their workforce programs including the Vermont Department of Labor (VDOL), Vermont Agency of Community Development (ACCD), Vermont Department of Corrections (DOC), Vermont State Workforce Development Board (SWDB), Vermont Department of Disabilities, Aging & Independent Living, Vermont Agency for Human Services, and the Vermont Department of Health. Vermont’s Education Investments, Economic Development Programs and Self-Sufficiency programs are primarily Federally funded through WIOA. A full breakdown of the state’s resources is available in a separate document linked with this report.

STATE WORKFORCE DEVELOPMENT BOARD

Current State

The Vermont Workforce Board is charged through WIOA to:

- review statewide policies, programs, and recommendations on actions to align workforce development programs in a manner that supports a comprehensive and streamlined system; and,
- develop and update comprehensive state performance accountability measures to assess the effectiveness of core programs in the state.

State Statutory Roles

- Conduct an ongoing public engagement process that brings together employers and potential employees, including students, underemployed, incumbent employees seeking further training to provide feedback and information concerning their workforce education and training needs.
- Ensure that state-funded and federally funded workforce development and training efforts are of the highest quality, and
- Aligned with the state's workforce and economic goals, and existing labor market needs.

Board Bylaws

- Advise the Governor on the development and implementation of a comprehensive, coordinated, and responsive statewide workforce education and training system.
- Development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs of the state.
- The Workforce Board carries out its roles through 10 standing committees, 5 strategic planning working groups, 3 limited duration work groups and 2 ad hoc committees.

The Board recently completed a strategic planning process (awaiting final approval of the Board) and established 5 priority areas: WIOA, Workforce System Alignment, Workforce Supports, Workforce Education and Training and Relocation, Recruitment and Retention. Within each priority area it has outlined a set of strategies and process benchmarks.

Workforce Board Strategic Plan

The new strategic plan addresses many of the findings that PCG identified through the artifact review and heard from stakeholders during the interviews. While at the time of writing, this strategic plan is not officially approved, working group members from the board have participated in the crafting of solutions, milestones, and partners. The individual strategies seek to accomplish:

Strategy	Solutions
Workforce Innovation and Opportunity Act (WIOA) Compliance	<ul style="list-style-type: none"> • Integrate WIOA metrics into board business to review quarterly. • Competitively bid the One Stop Career Center system • Collect and analyze data on a standard set of metrics from the Vermont Department of Labor, Agency of Education, HireAbility, Agency of Commerce and Community Development, and other applicable agencies regarding WIOA, non-WIOA workforce programs and one-stop system providers
Workforce System Alignment	<ul style="list-style-type: none"> • Create efficiencies within the system by implementing a common intake process for all stakeholders.

Strategy	Solutions
	<ul style="list-style-type: none"> Aggregate employer demand through SWDB staff engagement with employer organizations, regional development corporations, and One Stop operators. Prioritize engaging some of the most marginalized groups in the state through community-based organizations and affinity networks.
Workforce Supports	<ul style="list-style-type: none"> Engage the SWDB in bi-lateral policy communications to inform and advise executive and legislative processes. Translate state documents into languages other than English to engage more people in accessing state benefits.
Workforce Education and Training	<ul style="list-style-type: none"> Update the career pathway approval process. Activate the SWDB's Career Pathway Committee to review data, and develop pathways, which are marketed across the state. Convene education and training providers to discuss system improvement coordination, data sharing and tracking, and strategies to collaborate. Revive the Training and Credential Committee to review "credentials of value" that should be part of the ETPL.
Workforce Size and Quality	<ul style="list-style-type: none"> Established a Relocation and Recruitment Committee that will review and assess the effectiveness of various efforts to draw new residents to the state. Establish practices where the State becomes a model employer in terms of hiring, promoting, and appointing a more diverse pool of people. Develop a New Americans support network that is overseen by the RRC. Re-engage Vermonters not participating in the labor force

WIOA SYSTEM

Current State

The federal Workforce Innovation and Opportunity Act (WIOA) of 2014 amended the Workforce Invest Act of 1998 to strengthen the United States' workforce development system through innovation and alignment of employment, training, and education programs.

The Vermont WIOA system is broadly defined by the federal Workforce Innovation and Opportunity Act (WIOA) and (state law). The state workforce development board, as defined by the law, is responsible for oversight and strategy for the state's workforce system, including any local workforce boards within the state. Vermont is a single-state workforce region and as such the SWIB not only acts as the state board but also is tasked with performing the work of a local board as legislated.

WIOA mandates the implementation and operation of a one-stop delivery system that brings together workforce development, educational, and other human services in a seamless customer-focused service network. One-stop partners administer separately funded programs as a set of integrated streamlined

services to customers. WIOA identifies the entities that are required partners and identifies a mechanism for securing agreement with these mandatory and other state and local partners.

The Vermont Department of Labor is the state agency that is charged with the implementation and oversight of WIOA Titles I (WIOA Adult, Dislocated Worker, and Youth programs) and III (Wagner-Peyser Act). These titles address services to Vermont citizens who are seeking work and Vermont employers who are seeking workers. The Vermont Agency on Education is the state agency charged with oversight and provision of services for WIOA Titles II (Adult Education and Literacy) and the Agency of Human Services, Division for Vocational Rehabilitation and Division for the Blind and Visually Impaired (Vocational Rehabilitation Services) leads Title IV.

WIOA mandates a system of American Job Centers (AJC), where partners are physically or virtually co-located to provide a “one-stop” center where citizens can access a variety of WIOA funded services. Operation of the AJCs falls to Vermont’s Department of Labor who acts as the fiscal agent, the one-stop operator, and the career services and training coordination service provider for WIOA and Wagner-Peyser funded programs. According to the VDOL website, Vermont has one full-service comprehensive AJC in Burlington, six affiliate sites, and five satellite sites throughout the state that offer various services at various schedules.

VDOL additionally provides mandatory partner programs Jobs for Veterans Grant and Trade Adjustment Act services, as well as Unemployment Services and Reemployment Services and Eligibility Assessment (RESEA) to individuals who have recently lost their employment.

VDOL is also responsible for initial and continuing eligibility for a training organization to be included on the state’s approved eligible training providers list (ETPL).

EDUCATION AND TRAINING PROVIDERS

Current State

The Vermont Agency of Education (AOE) is charged to:

- Implement state and federal laws, policies, and regulations to ensure all Vermont learners have equitable access to high-quality learning opportunities.
- The Agency accomplishes this mission through the provision of its leadership, support, and oversight of Vermont’s public education system.

The Agency on Education is organized by various divisions:

- Data Management and Quality Division
- Education Quality Division
- Federal Education Programs Division
- Student Pathways Division
- Student Support Services Division

The AOE has recently received various reports on their programs and development to improve their system. One of those reports included the “Study on Funding and Governance of CTE [Career and Technical Education] in Vermont”. This study provided several recommendations as noted below.

Public Consulting Group (PCG) completed interviews with a diverse mix of significant stakeholders through the state regarding their experience, research, and recommendations on providing a more comprehensive and cohesive workforce system of which the various components and systems of education overseen by the AOE are a significant and critical part.

The ongoing strategic planning toward a more comprehensive workforce system based on the research and interviews completed suggested a system more aligned with a statewide strategic direction and

priority for the still to be determined footprint of the public workforce system. From that footprint or outline the specific assets overseen and determined as part of the public workforce system but traditionally part of the AOE to manage.

COMPLEMENTARY SYSTEMS AND RESOURCES

Current State

Despite its size, Vermont is rich in organizations that complement or augment the existing workforce development resources funded through the infrastructure described above. Organizations such as the Vermont Student Assistance Corporation (VSAC), originally charged with helping Vermonters get financial aid to get access to traditional education programs, has expanded its scope to include career navigation and counseling programs, loan forgiveness programs, and need-based education grants. The J. Warren & Lois McClure Foundation in partnership with the Vermont Department of Labor (VDOL) produces the *Vermont's Most Promising Jobs* report which identifies over 50 promising jobs for the state which must pay above the state median wage of \$22.55/hour and is expected to have at least 500 openings over the next ten years. The McClure Foundation also supports grantmaking efforts to help make the education and training pathways to Vermont's most promising jobs more visible, more accessible, and more affordable.

To support individuals, the Department of Children and Families administers programs that support low-income individuals and families on their path to economic sufficiency through the various REACH Programs (for families receiving TANF) and the 3Squares and ICAN programs (for SNAP beneficiaries).

In addition to state operated programs, there are organizations operating at the state and regional levels that are acting to convene employers and aggregate demand and to institutionalize relationships programs to address workforce challenges such as low labor force participation rates, affordable housing, transportation, and childcare. The Regional Development Corporations (RDCs) are serving in this role to differing degrees, including through the Boston Federal Reserve's Working Communities program and organizations focused on industry sectors are playing this role statewide and in multi-regional areas of the state. PCG completed interviews with 10 of the 12 RDCs in the state²:

PROFESSIONAL LICENSURE

Current State

In Vermont, Professional Licensure requirements are governed by various State entities. To learn more about the credentialing process in the State, PCG met with representatives in the Vermont Office of Professional Regulation, the Division of Fire Safety, and the Department of Education to better understand the process for how individuals can obtain or renew professional licenses as well as any challenges faced by State staff on administering these credentials.

The Office of Professional Regulation (OPR) is a division of the Office of Secretary of State and is charged with protecting the public from incompetent or unethical practitioners through a system of licensure³. OPR oversees the licensure of 50 professions and approximately 80,000 licensees. Since 2019, OPR has focused their efforts on reducing barriers to licensure, with a particular focus on reducing barriers for members of the military and their families, refugees and New Americans, and individuals with criminal backgrounds. The work undertaken by OPR to reduce these barriers was a result of a two-year

² A complete list of those interviewed for this project is available in Appendix 2.

³ <https://sos.vermont.gov/opr/about-opr/>

Federal DOL grant awarded to OPR in 2019, which was also extended for a third year. OPR's barrier reduction work can be seen through the following activities:

- **Fast Track Endorsement**
 - Since 2020⁴, OPR has been working to help fast track the licensure process for professionals who have been licensed in another state for 3 years and are deemed to be in good standing in their original state. Prospective licensees under this path can apply for a Fast Track endorsement online through OPR's online services platform.
- **Veterans, Active-Duty Service Members and their Spouses**
 - To support Veterans, Active-Duty Service members and their spouses, OPR has developed protocols⁵ to provide expedited and temporary licensing based on military education, training, and credentials on a case-by-case basis to individuals in this category moving to Vermont.
- **Foreign Trained Professionals and New Americans**
 - To support refugees and New Americans moving to Vermont, OPR has been working to change restrictive licensing policies for foreign-educated and trained professionals who have moved to Vermont. In 2021, OPR announced new administrative rules for the assessment of professional credentials obtained outside the United States⁶. The goal of these new rules is to provide a process for applicants who obtained qualifications for their profession in a country or jurisdiction other than the United States. This process includes applicants having their foreign credentials evaluated by a Credential Evaluation Service (CES) that is a member of the National Association of Credential Evaluation Services (NACES) or of the Association of International Credential Evaluators, Inc. (AICE).
- **Individuals with a Criminal Background.**
 - OPR has developed policies and procedures for individuals with past criminal records to not be automatically barred from licensure applications. On a case-by-case basis, OPR reviews a prospective licensee's past criminal convictions, time since last conviction, evidence of rehabilitation, and the connection to the profession itself⁷. Applicants looking for a second chance determination must apply online and will be provided a concise written assessment of the nature of the underlying conviction or convictions by OPR within 30 days of receiving a completed online request⁸.

The Division of Fire Safety within the Department of Public Safety is responsible for administering licensing and certification to trade groups in the State of Vermont. The main professions that the Division oversees are the Plumbing, Electrical and Elevator industries. For the plumbing and electrical industries, the Division works closely with Apprenticeship programs administered by VDOL. The Division of Fire Safety maintains an online Master list of all active licenses approved by the Division⁹. Staff in the Division of Fire Safety work directly with trade professionals in the field daily and the Division plays a major role in mentoring and educating individuals working in the field to obtain their master license. Consistent with the efforts made by OPR, the Division of Fire Safety has developed new universal licensing protocols and procedures to reduce barriers to licensure for individuals who are licensed and in good standing in other state for a minimum of three years as well as those who received their training through the military. These new universal licensing protocols have encouraged a significant number of plumbers and electricians from other states to apply for licensure in Vermont over the past three years. The Division is also working with VDOL to rewrite some rules on the ratio requirements of apprentices training under a Master

⁴ <https://legislature.vermont.gov/statutes/section/03/005/00136a>

⁵ <https://sos.vermont.gov/opr/regulatory/reducing-barriers/military/>

⁶ <https://sos.vermont.gov/media/tujmifll/administrative-rules-for-assessment-of-professional-credentials-obtained-outside-the-united-states.pdf>

⁷ <https://sos.vermont.gov/opr/regulatory/reducing-barriers/criminal-backgrounds/>

⁸ <https://sos.vermont.gov/media/fl1br1qg/second-chance-policy.pdf>

⁹ <https://data.vermont.gov/Government/DFS-Licensing-MasterList/cy8e-89cz/data>

electrician or plumber. Current rules require a 1-1 ratio of master to trainee, but new rules would help relax ratio requirements in the future, which closely mirrors rules that New Hampshire and Maine have in place.

The Agency of Education oversees educator licensure in the State of Vermont. Under its charge, the AOE is responsible for Teacher licenses as well as other education related occupations such as school nurses, school psychologists and speech-language pathologists. AOE oversees the licensure of the 14 teacher education programs in the state which include masters and post-bac non-degree programs. AOE shared that on average about 50% of its educator licensure applications come from graduates of those 14 programs, while the remaining 50% are out of state licensed educators applying for certification in Vermont. AOE has educator reciprocity with other states and also issues provisional licensure for individuals who might not have all the credentials for a license but come from Industry and/or supported by local school districts. AOE is seeking to update its online licensing system and is working on developing an RFP for those services. AOE also notes that educator licenses can be held up or delayed due to processing time for fingerprints and criminal background checks run by the Vermont Crime Information Center.

4. SUMMARY OF FINDINGS + RECOMMENDATIONS FOR INQUIRY IN NATIONAL MODELS

GENERAL

1. **Future governance models for Vermont must build upon what already exists and not create additional layers that further complicate taking action to address job seeker and employer needs.** The talent shortage in the state applies to government as well and adding new structures will be difficult to support.
2. **The workforce system does not provide useful tools to support customer career navigation nor does the system clearly communicate the array of services available.** Given the wide range of resources available within the state, information, if available, is embedded in the government structure and not from a user perspective.
3. **The workforce system would benefit from consistent and coordinated employer/industry voice in the shaping of priorities and policies.** Additionally, the system would also benefit from a coordinated approach to employer engagement potentially through sector partnerships as a vehicle for organizing employer voice.
4. **There does not appear to be a coordinated approach to serving the needs of Vermont employers.** Many organizations interviewed indicated that they had an employer outreach and recruitment program for their specialized populations.
5. **Vermont's ability to move to a data-informed culture is hamstrung by a lack of infrastructure.** Funding streams drive the types of data collected, which is not aggregated and therefore makes large-scale reporting and decision-making difficult. In addition, data transparency is an issue. Lack of access to transparent data that is widely trusted also makes large-scale decision making difficult.
6. **The role of education in workforce development across Vermont is unclear and inconsistent.** With one education-related review completed (Perkins) and another forthcoming (adult education), the future workforce development governance structure needs to integrate these findings into the plan to align and govern resources holistically. A discussion to define the differences between workforce skill development and education skill development might clarify accountability and outcomes for each system. Additionally, with many studies and structural changes under consideration and eventually implemented, Vermont will benefit from some dedicated change management strategies to ensure that whatever commitments are made to

shift the system, adequate time and supportive structures are in place to allow for changes to take hold and yield outcomes that can be evaluated before additional changes are made.

STATE WORKFORCE DEVELOPMENT BOARD (SWDB) ROLE AND LEADERSHIP

1. **The role of the SWDB in overseeing the workforce development system of Vermont is not clearly defined or communicated.** As a single state board, the SWDB is in a prime position to be the entity that reviews the comprehensive picture of how funding streams integrate but historically it has not been effective at doing that.
2. **The strategic and operations roles of the state board appear intertwined but are ill-defined.** The two staff dedicated to the SWDB are tasked with a significant amount of coordinating and connecting activities across industry groups, education and training providers, and other resources outside of the state government structure, as well as policy and advocacy work on behalf of the workforce development system.
3. **The SWDB Executive Director, as part of the Governor's senior staff, directly ties workforce priorities into the Governor's agenda, thus creating potential for administrative alignment across state government.** A working group of SWDB might be needed to create more visibility for this work through the data sharing challenges inherent in moving toward a unified service delivery model. Additionally, as the SWDB positions itself to provide additional infrastructure support to the overall system, funding sources to underwrite the necessary capacity should be investigated, including the 15% of WIOA funds for statewide activities.
4. **There is a lack of shared performance measures and outcomes that the entire workforce system in Vermont has subscribed to and is driving toward.** Declaring two to three outcome goals will be catalytic for the workforce system and provide a "North Star" to frame investments. In an effort to establish working committee structures, the state board is focused on process outcomes, but in time, more formally articulating and defining impact goals (e.g., recruit 10,000 net new workers to the labor force) would be catalytic for willing contributors and clarifying for state-funded programs. Overall moving to an outcomes-based framework through which current and future investments are made could ease some of the data complexity when programs are leveraging multiple sources.
5. **Local workforce priorities and contexts do not always feed into a larger statewide strategy.** Vermont should consider a strong, competitive, incentive funded statewide sector strategy that allows for local conditions to reflect local priorities but can be aggregated to a statewide strategy. The reverse is also true, strategy developed at the state needs to be structurally integrated and financially supported at local/regional level.
6. **Invested partners will need to address the tradeoffs associated with bringing new talent to the state and upskilling existing Vermonters.** Whatever system redesign elements that SOCWED pursues, carefully calibrated change management will be needed to garner buy-in from the field. The SWDB has identified several ambitious change strategies to reshape and align the workforce system; however, at the same time, the legislature has funded multiple system analysis studies conducted by different firms on different timelines.

WIOA

1. **There does not appear to be firewalls in place.** Mainly to ensure that VDOL, acting in the capacity of more than one WIOA system role (one-stop operator, service provider, fiscal agent) to ensure that no conflict of interest exists and to comply with 20 CFR 279.430. In instances where conflicts of interests may be an issue, signed agreements between VDOL and the SWDB explaining the processes that are undertaken to address an appearance of a conflict of interest will address these concerns.
2. **The VDOL state website for the AJC is lacking.** Primarily, the website does not provide information to allow customers, including jobseekers and employers, to identify what services are available. The link to the Vermont JobLink is hard to find and does not identify what JobLink is.

3. **The VDOL website does not provide links to services provided by MOU partners.**
4. **The publicly available Eligible Training Provider List (ETPL) does not appear to be updated regularly or compliant.** It does not seem the ETPL list is updated every two years in compliance with federal requirements.

CAREER & TECHNICAL EDUCATION (CTE) ALIGNMENT

1. **The role of CTE within the Vermont workforce system is unclear.** Modify the Vermont WIOA combined plan to include CTE programs as a WIOA Combined Plan Partner to clarify the CTE role within the Vermont workforce system.
2. **The system disincentives sending secondary students to CTE programs.** As noted in the recent “Study on the Funding and Governance of CTE in Vermont”¹⁰ the current system configuration financially disincentivizes high schools from sending students to CTE programs.
3. **CTE and local schools play a decentralized role.** Recognizing this, Vermont should ensure the local schools/CTE efforts align directly with statewide Vermont strategy and priorities. Additionally, there may also be opportunity to leverage the CTE programming for adults and students in the evenings/weekends/summer, further contributing to an overall strategy.
4. **There is a shortage of CTE teachers.** A system pipeline should be developed to address the CTE teacher shortage.
5. **Student capacity for those wishing to participate in a CTE program is limited.** Options should be considered to increase student capacity for those wishing to participate in a CTE program.

PUBLIC AND TECHNICAL COLLEGES / COMMUNITY COLLEGE / OTHER TRAINING PROVIDERS

1. **The role of public and technical colleges in the system needs to be defined.** As with the CTE resources, the role of public and technical colleges as part of the overall workforce development system needs to be incorporated under the leadership of the SWDB (or the Board that is responsible for leading the cohesive workforce system) related to outcomes, programs, and processes necessary for overall economic success in the state.
2. **There are nascent opportunities to reexamine and reconsider the role of public and technical colleges.** Utilize the opportunities provided by the mergers and re-alignment of public and technical colleges to identify the parts that are key to and a distinct part of the public workforce system.
3. **The extent to which CTE courses are accepted as post-secondary requirements varies statewide.** Establish articulation agreements with the CTE high schools to clarify consistent acceptance of CTE courses for post-secondary requirements statewide as a starting point for incentives to align the workforce activities.

PUBLIC UNIVERSITIES

1. **Complete an asset map and identification of the workforce development role,** the longer-term education objectives (such as 4-year degrees and more) and their complementary relationship and support of the public workforce system.
2. **Establish articulation agreements with the CTE high schools** to clarify consistent acceptance of CTE courses for post-secondary requirements statewide.

EDUCATIONAL SECTION OF WORK-BASED LEARNING

1. **Require that educational sections of work-based learning** (such as Related Technical Instruction of Registered Apprenticeship) be anchored in and accepted (preferably for credit) by the public workforce system.

¹⁰ “The Study of the Funding and Governance of Career Technical Education in Vermont” for the State of Vermont, Legislative Joint Fiscal Office. March 31, 2023.

COMPLEMENTARY SYSTEM AND RESOURCES

- 1. Opportunities for coordination and alignment of services can be found at the Regional Level.** Vermont's 12 regional development provides an existing structure to convene employers and aggregate demand and to institutionalize relationships among supply and demand workforce development programs to address workforce challenges.
- 2. Nonprofits and other Community Based Organizations can supplement state services.** The Vermont Futures Project, Advance Vermont and other community-based organizations can continue to help aggregate information and support state workforce services. An example of this is Advance Vermont's [MyFutureVT](#), a free online one-stop for career and education resources.

APPENDIX 1

The table below outlines the documents reviewed as part of the desk review for this analysis.

Document Reviewed	Year
MyFutureVT homepage	2023
Study on the Funding and Governance of Career and Technical Education in Vermont	2023
2023 Vermont State Legislature, Act No. 55, Expanding Apprenticeship and other workforce opportunities	2023
Governor Scott's Strategic Workforce Vision	2022
CTE Data 2021-2022 ¹¹	2022
Vermont's Most Promising Jobs	2022
VT Legislation Act No. 183	2022
VT Statutes online Chapter 22A Workforce Education and Training	2022
Vermont Forest Economy Career Guide	2022
UVM Institute for Rural Partnerships Announcement	2022
Lessons Learned in Workforce Innovation: How Ten Governors are Redesigning Workforce Systems for Better Employment Outcomes	2022
CTE Data 2020-2021 ¹²	2021
The Workforce Innovation and Opportunity Act (WIOA) – Investigative Report 21-06	2021
Collection of Vermont State Auditor Reports on Economic Development	2015 -2021
Vermont Department of Labor & Vermont State Workforce Development Board: 2019 Regional Workforce Summit Report	2020
Vermont Combined State Plan – Vermont PYS 2020-2023	2020
Vermont State Plan (2020-2024) Strengthening Career and Technical Education for the 21st Century Act (Perkins V)	2020
Act 189 of 2018 Implementation Report	2019
State of Working Vermont	2017
Vermont's One-Step American Job Centers Certification Process	2018
Exploring Food System Careers	2019
VT Comprehensive Economic Development Strategy	2020
Northlands Job Corps Tool Kit (shared after interview)	
Adult Education and Literacy Services Workforce Innovation and Opportunity Act (WIOA), Title II	

¹¹ Data provided to PCG by VT CTE Director after stakeholder interview.

¹² Data provided to PCG by VT CTE Director after stakeholder interview.

[Funding Opportunity and Grant Application](#)

[HireAbility Vermont Career Assessment](#)

APPENDIX 2

The tables below include the various stakeholders that were interviewed for this assessment including their respective organization and role. Tables are organized by overarching categories. The categories are as follows:

- Business/Industry Association
- Economic Development
- Elected Official
- Higher Education
- State Agency
- Training/Service Provider
- Other

CATEGORY: BUSINESS/INDUSTRY ASSOCIATION

Organization	Interviewee(s)	Role(s)
Vermont Sustainable Jobs Fund (VSJF)	Ellen Kahler	Executive Director
University of Vermont Medical Center (UVMCC)	Jerry Baake Rebecca Kapsalis	Network Director, Workforce Development, State Workforce Development Board proxy Assistant Vice President, Talent Acquisition
Vermont Talent Pipeline (Vermont Business Roundtable)	Mary Anne Sheahan	Executive Director
Vermont Hospital Association (VAHHS)	Devon Green	Vice President, Government Relations
Efficiency Vermont	Peter Walke	Managing Director

CATEGORY: ECONOMIC DEVELOPMENT

Organization	Interviewee(s)	Role(s)
Lake Champlain Islands Economic Development Corporation	Andy Julow	Executive Director
Springfield Regional Development Corporation	Bob Flint Amanda Sidler	Executive Director Career Navigator

Northeastern Vermont Development Association	David Snedeker	Executive Director
Green Mountain Economic Development Corporation	Erica Hoffman-Kiess	Executive Director
Brattleboro County Industrial Corporation	Adam Grinold	Executive Director
Brattleboro County Industrial Corporation	Jennifer Stromsten	Director of Programs
Central Vermont Economic Development Corporation	Jamie Stewart	Executive Director
Advance Vermont	Tom Cheney	Executive Director
Lamoille Economic Development Corporation	Patrick Ripley	Executive Director
Addison County Economic Development Corporation	Fred Kenney	Executive Director
Bennington County Regional Corporation	Bill Colvin	Executive Director
Chamber and Economic Development of the Rutland Region	Tyler Richardson	Operations Director

CATEGORY: ELECTED OFFICIAL

Organization	Interviewee(s)	Role(s)
Office of Governor Phil Scott	Kendal Smith	Director of Policy and Legislative Affairs
Vermont State Legislature	Michael Marcotte	Chair of SOCWED
Vermont State Legislature	Tristan Toleno	State Legislator
Former State Legislator	Michele Kupersmith	Consultant/Formal State Legislator

CATEGORY: HIGHER EDUCATION

Organization	Interviewee(s)	Role(s)
University of Vermont	Amanda Van Vranken	Assistant Director of Employer Partnerships

Saint Michael's College	Ingrid Peterson	Director of Career Education Center
Vermont State Colleges System	Joyce Judy	President of Community College of Vermont (CCV)
Norwich University	Keith Baranow	Associate Vice President of Military Partnerships and Business Development
Vermont State Colleges System	Parwinder Grewal	President of Vermont State University
Vermont State Colleges System	Patricia Moulton	Executive Director, Workforce Division, Vermont State Colleges System
J. Warren & Lois McClure Foundation	Carolyn Wier	Executive Director

CATEGORY: STATE AGENCY

Organization	Interviewee(s)	Role(s)
Vermont Futures Project	Kevin Chu John Burton	Executive Director Director of Research
State Workforce Development Board	Abby Rhim	Deputy Director
State Workforce Development Board	Victoria Biondolillo	Executive Director
Vermont Department of Labor	Jay Ramsey	Interim State Workforce Director
Vermont Department of Labor	Mat Barewicz	Economist
Vermont Department of Labor	Michael Harrington	Commissioner
Vermont Department for Children and Families	Katarina Lisaius	Senior Advisor, Economic Services Division
Vermont Department for Children and Families	Miranda Gray	Deputy Commissioner of the Child Development Division
HireAbility	Nat Piper Hib Doe	Business, Legislative & Community Outreach Manager Regional Manager
Vermont Job Training Program	John Young	Director
Vermont Training Program	Joan Goldstein	Commissioner
Agency of Education	Ruth Durkee	CTE Director
Agency of Education	Heather Bouchey	Deputy Secretary
Agency of Education	Jess DeCarolis	Director of Student Pathways
Agency of Human Services	Laura Wreschnig	Health Services Researcher
Agency of Human Services	Wendy Trafton	Deputy Director of Health Care Reform
Vermont Community Broadband Board	Christine Hallquist	Executive Director
Vermont Department of Tourism & Marketing	Heather Pelham	Executive Director
Vermont Department of Corrections	Nicholas Deml	Commissioner

CATEGORY: TRAINING/SERVICE PROVIDER

Organization	Interviewee(s)	Role(s)
Central Vermont Adult Basic Education	Brian Kravitz	Development and Outreach Director
Central Vermont Career Center	Jody Emerson	Director & CVCCSD Superintendent
Capstone Community Action	Liz Scharf Paul Zabriskie	Director of Community Economic Development Director of Weatherization and Climate Impact
Vermont Adult Learning	Hal Cohen Tom Stuessy David Justice	Executive Director Director of Workforce Development Associate Director
Northlands Job Corps	Michael Dooley	Center Director
Vermont Student Assistance Corporation (VSAC)	Patrick Leduc	CIO and Vice President of Career and Education Outreach
Vermont Student Assistance Corporation (VSAC)	Scott Giles	President and CEO
ReSOURCE	Tom Longstreth	Executive Director
Governor's Institute	Elizabeth Frascoia	Executive Director
Serve Learn Earn	Kate Gluckman	Director

CATEGORY: OTHER

Organization	Interviewees	Role(s)
Education Solutions LLC	John Fisher	Principal
National Governor's Association	Sophia Yager	Policy Analyst, Former State Workforce Development Board Deputy Director

APPENDIX 3

CURRENT STATE SYSTEM + RESOURCE FLOW MAP

Workforce Innovation and Opportunity Act					
WIOA	Title I	Title II	Title III	Title IV	Mandatory One-Stop Partners & Partners to the WIOA SWDB MOU
Federal Funding Departments	US Department of Labor	US Department of Education	US Department of Labor	US Department of Education	<ul style="list-style-type: none"> • Senior Community Services Employment Program (A4TD) • Community Action Agencies/CSBG (Champlain Valley Office of Economic Opportunity, BROC Community Action Agency, Capstone Community Action, Northeast Kingdom Community, Southeastern Vermont Community Action Agency). • Registered Apprenticeship (VDOL) • State Unemployment Compensation (VDOL) • RESEA (VDOL) • Second Chance Act (Department of Corrections) • Jobs for Veterans State Grant (VDOL)
State Agency Recipients	Vermont Department of Labor (VDOL)	Vermont Agency of Education (AOE)	Vermont Department of Labor (VDOL)	HireAbility Division for the Blind and Visually Impaired	
Local/Regional Recipients					
Provider of Services	VDOL ReSource PathStone	AOE	VDOL		

Programs	<ul style="list-style-type: none"> • WIOA Adult WIOA Dislocated Worker • WIOA Youth • YouthBuild • Northland Job Corps • Migrant and Seasonal Farm Worker Programs • Native American Programs 		<ul style="list-style-type: none"> • Wagner-Peyser Employer Services to the Universal Population • Wagner-Peyser Employment Services to Employers 		<ul style="list-style-type: none"> • Trade Adjustment Act (TAA) • Temporary Assistance for Needy Families (DCF/ESD)
-----------------	---	--	---	--	---

Additional Workforce Programs											
State Agency Recipients	Vermont Department of Corrections	Vermont State Workforce Development Board	Vermont Department of Labor		Vermont Agency of Community Development		Vermont Department of Disabilities, Aging & Independent Living		Vermont Agency for Human Services		Vermont Department of Health
Funding Source	Federal	Federal WIOA	Federal	State General Fund	Federal ARPA Funding	State General Fund	Federal	State Appropriation	Block Grant & VT Early Learning Challenge Grant	Federal ARPA	Grants
Provider of Services									Vermont Child Development Division	Vermont Department of Mental Health	
Use of Funds	Retrain Vermont	Vermont American Job Centers (AJCs)	Youth-American Apprentice Initiative Grant VT Youth Employment Program (VYEP)	Workforce Education and Training Fund Registered Apprenticeships	Vermont Training Program (2022)	Vermont Training Program (2018)	HireAbility (Vocational Rehab)	Creative Workforce Solutions (CWS)	VT Early Childhood Education Apprenticeship Program	Workforce Training and Wellness Supports	Medical Reserve Corps (MRC)

			Jobs for Veterans State Grants	Vermont Internship Program								
			Work Opportunity Tax Credit									
			Foreign Labor Certification									
			Able-Bodied Adults without Dependents									
			SNAP									
			WIOA Disadvantaged Adults									
			Wagner-Peyser									

Funding Category	Self-Sufficiency Programs	Economic Development Programs		Education Investments				Discretionary & One Time Funding	All other State Investments		
State Agency Recipients	Vermont Agency for Human Services	Vermont Agency of Commerce and Community Development		Vermont Student Assistance Corporation		Vermont Agency of Education		Vermont Department of Corrections	Vermont State Colleges	Vermont Agency of Community Development	
Funding Source	Federal	Federal	Federal ARPA	Federal USDOE TRIO Grant	State Appropriation	Federal Perkins Grant	Federal WIOA	State General Fund	Federal ARPA	Federal USDOL Grant	
Provider of Services											
Use of Funds	Reach UP (TANF)	Northern Boarder Regional Commission (NBRC) Community Recovery & Revitalization Grant Program Elevate Vermont Vermont Employment Growth Incentive	Economic Recovery Grants	Educational Opportunity Center	Advancement Grant	CCV/VT C: Postsecondary CTE	Adult Education and Literacy Services	CHSVT/DO C High School Diploma track CHSVT/DO C Workforce Readiness Certification	Practical Nurse: Workforce Funding	Strengthening Working Families Initiative (2018)	Vermont Talent Pipeline Management

APPENDIX 4

DECISION-MAKING BY INVESTMENT

Decision Type	Governor	Legislature		Statewide Boards/Committees		State Agencies				
		House	Senate	Vermont Boards and Commissions	State Workforce Development Board	Agency of Administration	Agency of Commerce and Community Development	Agency of Education	Agency of Human Services	Department of Labor
Long Term Strategy/Visi on	On his first day in office, the Governor issued an executive order outlining the strategic priorities of the Scott Administration. They are to: Grow the economy; Make Vermont more affordable; and protect the most vulnerable.	The House Committee on Commerce and Economic Development considers matters relating to workforce development and training programs, business development and formations, financial institutions, property and casualty, life, and captive insurance, securities, unemployment and workers' compensation insurance, consumer protection, and other similar policies.	The Senate Committee on Economic Development, Housing and General Affairs has jurisdiction over matters relating to economic development, commerce, and community development, including tourism and marketing, promotion of the arts, and film activities; matters relating to labor; matters relating to housing; matters relating to liquor and tobacco	Boards and commissions serve an important role in state government, and Governor Scott is currently seeking applications for members. The Governor is looking for talented, hardworking individuals with fresh ideas and who are good managers, proven leaders and recognize they will be held to the highest standards of conduct when they accept the responsibility of public service to their fellow Vermonters. It's imperative	The Board is the designated state workforce development board under the federal Workforce Innovation and Opportunity Act (WIOA). In this capacity, the Board helps to guide and inform statewide policies affecting the coordination, delivery, quality, and availability of workforce development services for job-seekers and employers.	Mission: To provide responsive and centralized support services to the employees of all agencies and departments of state government, and limited direct service where applicable, so the State may deliver services to Vermonters in an efficient, effective and fiscally prudent manner	Mission: The Agency of Commerce and Community Development (ACCD) helps Vermonters improve their quality of life and build strong communities	Mission: To provide leadership, support, and oversight of the publicly funded education system so all students can succeed.	Mission: The Agency of Human Services strives to improve the health and well-being of Vermonters today and tomorrow and to protect those among us who are unable to protect themselves.	"Mission: The Vermont Department of Labor's mission is to promote Vermont's economic strength by assisting employers with job creation, retention and recruitment; coordinating the education and training of our workforce for Vermont's current and future job opportunities."

			control; matters relating to lotteries; and all matters relating to subjects for which there is no other appropriate committee.	that candidates share the Governor's priorities for growing the economy, making Vermont more affordable, caring for the most vulnerable and restoring faith and trust in state government.						
Budgeting and Resource Allocation	State of Vermont Plan: 2018-2023 State Strategic Plan and Dashboards (FY2019-FY2023)	Committee Overview	Committee Overview	Vermont State Boards and Commissions	The Vermont Department of Labor, through federal WIOA funds or through State General Funds specifically allocated for such purposes, shall provide fiscal and administrative staff to the Board, as the Chair deems reasonable and necessary.	Strategic Plan				
Program Development and Management					SWDB Governance Document					
Operations Management					The Operating Committee is primarily responsible for: (1) conducting certain activities, as listed below, on behalf of the full Board between meeting dates, and (2) for					

					addressing urgent and/or time-sensitive business when a regular or special meeting cannot occur in time to meet the deadline. All decisions of the Operating Committee shall be reported in writing to the full Board within 10 workdays.					
--	--	--	--	--	---	--	--	--	--	--

APPENDIX 5

WORKFORCE INVESTMENT ACCOUNTABILITY

Accountability Area	Federal	Governor	Legislature		Statewide Boards and Commissions	
			House	Senate	Vermont Boards and Commissions	State Workforce Development Board
Objectives/Success Measures	Under WIOA federal agencies define success expectations and performance measures specific for each Title.	<p><u>Grow the Economy:</u> Breakthrough Indicators - Size of the workforce (Percent of population; statewide by County), Employee Growth Rate (total and size by employee count), Wage Growth by Region</p> <p><u>Make Vermont More Affordable:</u> Breakthrough Indicators - Average Percent of Household Income Spent on: Healthcare, Housing, Taxes & Fees</p> <p><u>Modernize and Improve Efficiency of Government:</u> Breakthrough Indicators - Employees Trained in Continuous Improvement, Number of On-Line Transactions</p>				The Board advises the Governor on the development and implementation of a comprehensive, coordinated and responsive statewide workforce education and training system.
Mobilizes Organizations/Teams	Under WIOA federal agencies delegate resource and implementation decisions to state agency recipients					
Monitoring/Tracking Progress	WIOA requires routine program reporting from state agency recipients to associated federal		Committee Documents	Committee Documents		Under Section 101(d) of the WIOA, the Board assists the Governor in the following functions: •

	funding agency for each Title					<p>The development, implementation, and modification of the State plan. • Review of statewide policies, statewide programs, and of recommendations on actions required to align workforce development programs in a manner that supports a comprehensive and streamlined workforce development system, including the review and provision of comments on the State plan, if any; The development and continuous improvement of the workforce development system, including: Identification of barriers and means for removing barriers to better coordinate, align, and avoid duplication among the programs and activities carried out through the system.</p>
Accountable Reports	Performance reporting by state recipient agency to federal funding agency occurs every two years					<p>Development and updating of comprehensive state performance accountability measures, including state adjusted levels of performance, to assess the effectiveness of the core programs in the state</p>
Lessons Learned						

Accountability Area	State Agencies				
	Agency of Administration	Agency of Commerce and Community Development	Agency of Education	Agency of Human Services	Department of Labor
Objectives/ Success Measures	<p>Goal - Employee On-Boarding Process, Talent Acquisition, Annual Evaluations and CI Training</p> <p><u>Key Indicators:</u> 100% of all new employees complete onboarding process; reduce average time; 75% annual Performance evaluation completion rate; Increase employee satisfaction; 25% of all state employees "belt trained"</p>	<p>Goal - Targeted Out of State Marketing</p> <p><u>Key Indicators:</u> Attract 1000 guests in "stay to stay" weekend promotion</p> <p>Goal - Increase Vermont Workforce Numbers</p> <p><u>Key Indicators:</u> Achieve full executive branch awareness and support for the critical imperative of expanding the state's workforce as a percent of the total population; the number of WIOA participants experience an increase in wages within 12 months of unsubsidized employment; the number of people entering the labor force will exceed the number leaving the labor force by 2024</p>	<p>Goal - Develop Constituent Resources for Understand Education Investment</p> <p><u>Key Indicators:</u> Develop and deploy a common chart of accounts; develop data protocols; publish a technical assistance document; implement a training session</p> <p>Goal - Increasing Opportunity for Vulnerable populations</p> <p><u>Key Indicators:</u> Reduce Equity GAP; Implement two statewide strategies; increase percent of FRL Students</p>	<p>Goal - Increase Coordination of AHS Services</p> <p><u>Key Indicators:</u> Increase the number of AHS programs using "one" plans with individuals and families; increase the percent of customers accomplishing goals related to well-being and economic security in their "one" plans</p> <p>Goal - Increased Use of Cross-Agency Data</p> <p><u>Key Indicators:</u> All 6 departments have adopted agency-wide data governance protocols; 50% of programs in each department are represented in AHS and Department scorecards</p>	<p>Goal - Vermont's Workforce Delivery System</p> <p><u>Key Indicators:</u> Establish locally tailored service referral system and comprehensive, easily navigated job inventory database; establish one full-service one stop job center and three satellite one stop job centers; increase the total amount of staff-assisted services to un- and under-employed Vermonters</p> <p>Goal - Labor Force Participation Rate</p> <p><u>Key Indicators:</u> Achieve full executive branch awareness and support for the critical imperative of expanding the state's workforce as a percent of the total population; the number of WIOA participants experience an increase in wages within 12 months of unsubsidized employment; the number of people entering the labor force will exceed the number leaving the labor force by 2024</p> <p>Goal - Organizational Performance</p> <p><u>Key Indicators:</u> Conduct annual pivot reviews of each division; increase completion rate for annual evaluations from a current rate of 20%; increase staff participation in the DHR employee engagement survey from current rate of 52%; increase percentage of VDOL employees who are 'satisfied' with their job from the current level of 68.2%</p> <p>Goal - Government Efficiency through Innovations</p> <p><u>Key Indicators:</u> Achieve milestones as outlined in the program implementation plan, achieve the "go-live" activation dates; measure and report on the efficiencies achieved through implementation of this system</p>

ⁱ House Commerce & Economic Development Briefing – Workforce Overview, Wednesday, March 1, 2023

- ii House Commerce & Economic Development Briefing: Workforce Overview, Wednesday, March 1, 2023
- iii U.S. Bureau of Labor Statistics – Databases, Tables & Calculators by Subject [Bureau of Labor Statistics Data \(bls.gov\)](#)
- iv U.S. Bureau of Labor Statistics – Databases, Tables & Calculators by Subject [Bureau of Labor Statistics Data \(bls.gov\)](#)
- v Press Release – Vermont Department of Labor – April 21, 2021 – [Vermont's Unemployment Rate Decreased to 2.7 Percent in March](#)
- vi Vermont Department of Labor – [Labor Force Estimates, Seasonally Adjusted](#)
- vii United States Census Bureau – [State Population Totals and Components of Change: 2020-2022](#)
- viii United States Census Bureau – [QuickFacts – Vermont](#)
- ix United Health Foundation – [America's Health Rankings – Rural Population in Vermont](#)
- x SoFi – [Cost of Living in Vermont](#) (03/2023)
- xi House Commerce & Economic Development Briefing: Workforce Overview, Wednesday, March 1, 2023